

# Your Team's Purpose, Responsibilities and Customers

Lesson 1 Identify your mission

Lesson 2 Identify & prioritize external

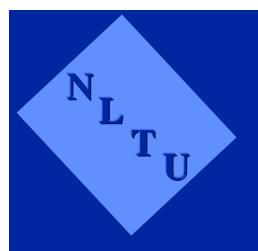
customers

Lesson 3 Identify customers' needs

Lesson 4 Identify & prioritize

significant processes

Lesson 5 Establish output measures



### **Assess Your Mission**

### Learning Objectives:

- Explain the importance and use of a mission statement
- Describe how an ESC develops a mission statement

### <u>Process Management</u> <u>Flowchart</u>

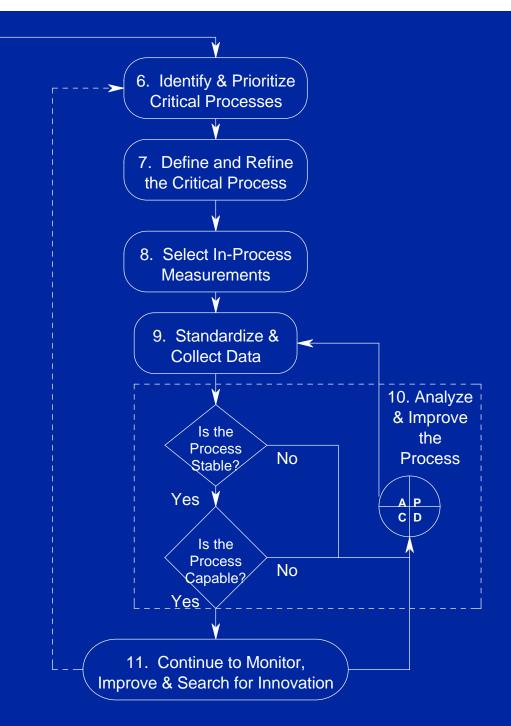
1. Assess the Mission

2. Identify & Prioritize External Customers

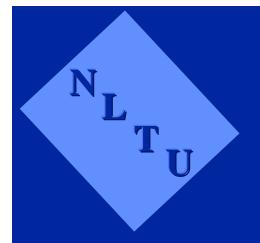
3. Identify Customers' Needs

4. Identify & Prioritize Significant Processes

5. Establish Output Measures for the Significant Process

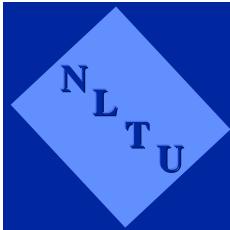


Working Draft OCT 96

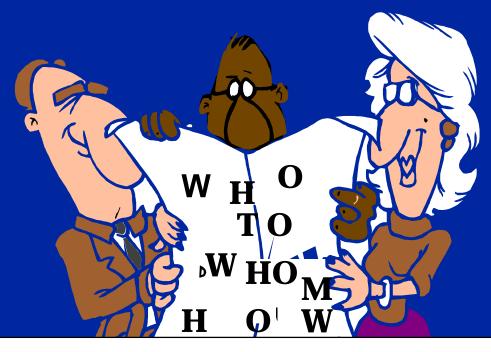


## How to Develop Your Mission Statement

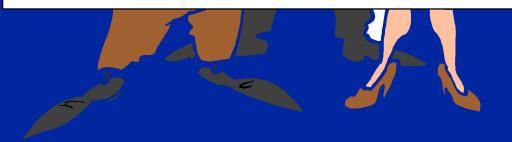
- ESC reviews and validates the mission
  - Existing documents and directives
  - Changes in purpose and operating environment
  - ◆ Strategic goals and objectives of ISIC
- Part of Phase I "Define the Organization"
  - Extended system view of the organization
  - ◆Ensures alignment of Quality Improvement Team activities with the mission

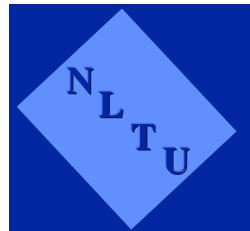


### Product of Lesson 1



**Your Mission Statement** 

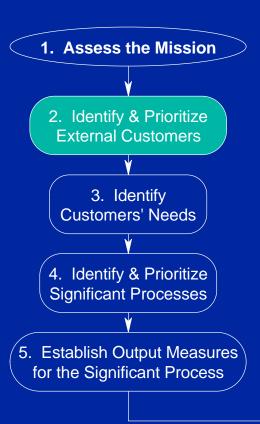


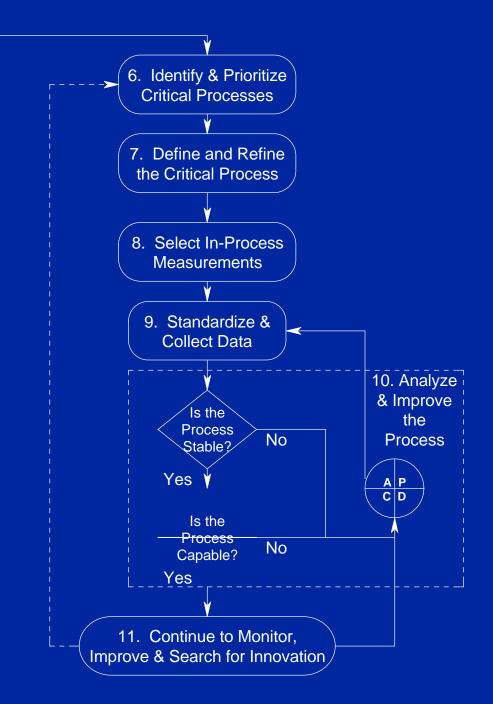


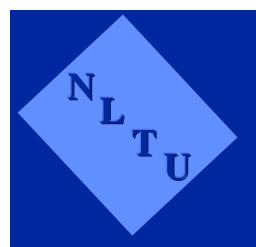
## Identify & Prioritize External Customers

- Learning Objectives
  - Explain the importance of identifying customers
  - Describe the concept of internal and external customers
  - Explain how to identify an organization's external customers
  - Describe methods for prioritizing customers

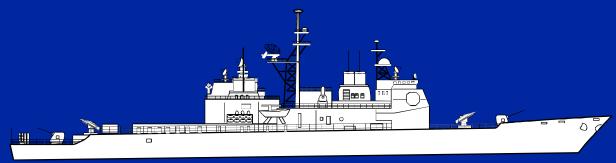
### <u>Process Management</u> <u>Flowchart</u>



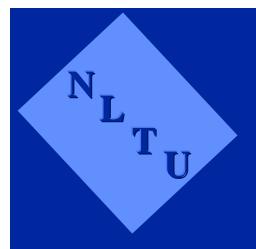




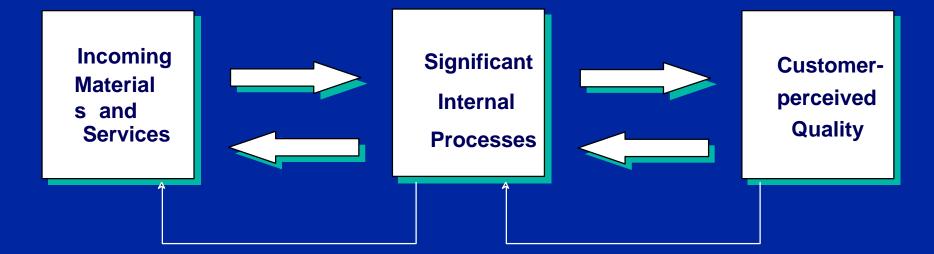
### Why Identify Customers?

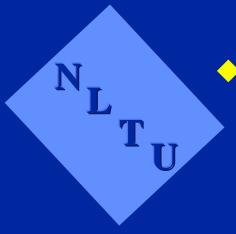


You cannot determine the needs of customers if you don't know who they are.



## A Total Quality Leadership Model

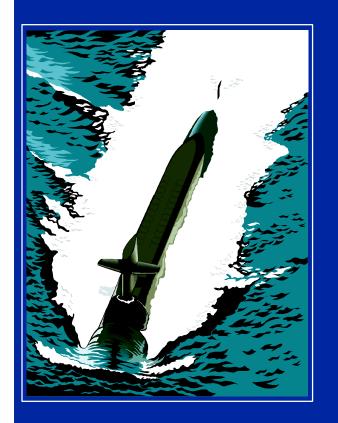




### External Customer

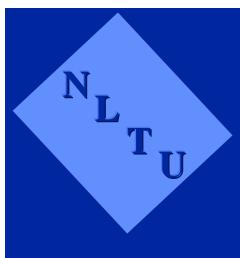
 ◆ The end-user or purchaser of your organization' product or service





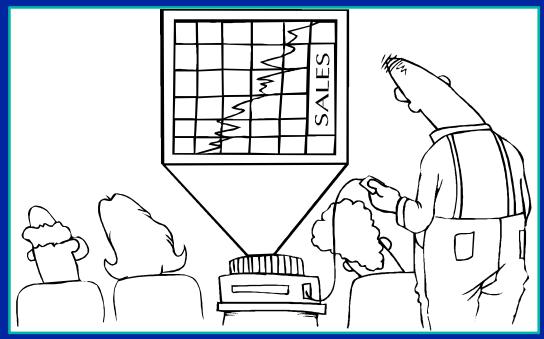
### Internal Customer

◆ An individual or group within your organization who receives the output of one process as the input to theirs



### How to Identify Customers

- ◆ Review customer demands
- Review data files
- **♦** Brainstorm





### How to Prioritize Customers



- Review business records
- Pareto analysis
- Productivity matrix
- Discuss and decide



### **Product of Lesson 2**



A prioritized list of your external customers



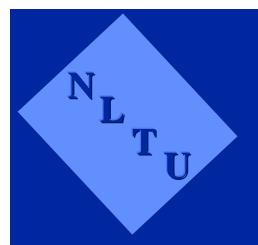


### Identify Customers' Needs

### Learning Objectives

- Describe the methods used to identify and document customers' needs
- Describe the purpose and use of a CustomerNeeds Form
- Recognize the Seven Management and Planning (7MP) Tools

(Continued)



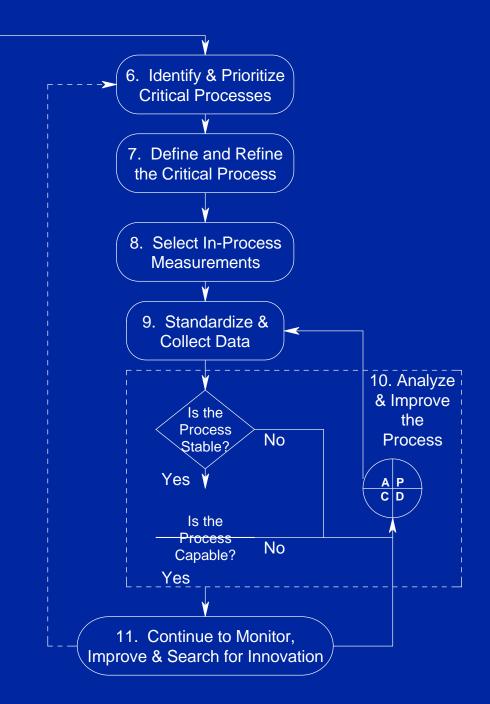
### Identify Customers' Needs

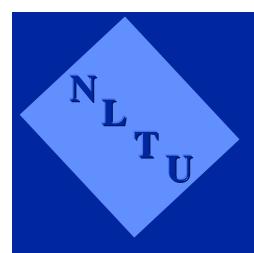
### Learning Objectives:

- Describe the purpose and use of an Affinity Diagram
- Describe how to use an Affinity Diagram to organize customer's needs
- Construct an Affinity Diagram to organize customers' needs

### <u>Process Management</u> <u>Flowchart</u>

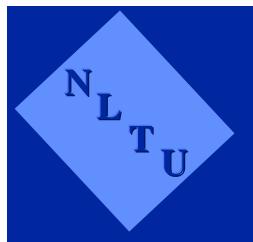






# Why Is It Important To Identify Customers' Needs?

Customer needs may be overcome by the needs of the organization. When these needs conflict, the organization usually "wins" at the expense of the customer.



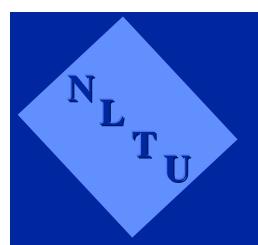
# To Determine Your Customers' Needs You Must Ask Them What They Are

- Review existing documents
- Meet with individual customers
- Facilitate group meetings
- Conduct telephone interviews
- Observe customers using your product or service
- Survey customers



### Customer Needs Form

<b>Customer:</b>	<b>Interviewed by:</b>						Date:		
1. CUSTOMER NEEDS	2	2. IMPORTANCE 3. PERFORMANC					NCE	4. CO	NCERNS
		1 2 3	4 5	1	2 3	4	5		
		1 2 3	4 5	1	2 3	4	5		
		1 2 3	4 5	1	2 3	4	5		
		1 2 3	4 5	1	2 3	4	5		
		1 2 3	4 5	1	2 3	4	5		
		1 2 3	4 5	1	2 3	4	5		
		1 2 3	4 5	1	2 3	4	5		
		1 2 3	4 5	1	2 3	4	5		
		1 2 3	4 5	1	2 3	4	5		
IMPORTANCE	RATING GUI	DE FOR	CUST	O	MER	l N	EE	DS	
1	2	3			4				5
Lowest									Highest
PERFORMANCE									
1	2	3			4				5
Poor performance, very dissatisfied	Inconsistent or somewhat inadequate performance				Very good performance; customer is very satisfied				Best in class; sets new standards for performance



# Every Job Requires the Correct Tools

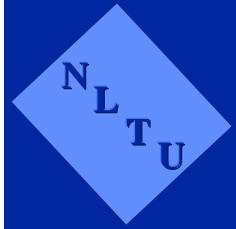












### **Tools and Their Uses**

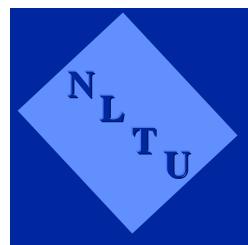
### **Quality Control**



Management & Planning

### The Seven Management & Planning Tools

- 1. Affinity Diagram
- 2. Interrelationship Digraph
- 3. Tree Diagram
- 4. Prioritization Matrices
- 5. Matrix Diagram
- 6. Process Decision Program Chart (PDPC)
- 7. Activity Network Diagram



### To Organize Customer Needs Data

- You need a tool, the Affinity Diagram
  - ◆ The Affinity Diagram gathers large amounts of language data (ideas, opinions, issues) and organizes them into groupings based on the natural relationship among items



# How to Develop an Affinity Diagram

- Assemble the right team
- State the issue to be considered
- Generate and record ideas
- Display the completed cards
- Arrange the cards in related groupings
- Create the header cards
- Draw the finished Affinity Diagram





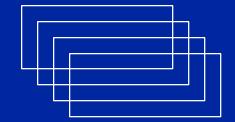
# Summarize the Theme That Ties Each Grouping Together

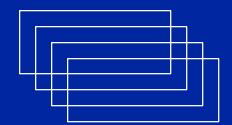


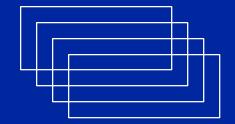














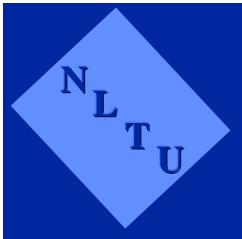




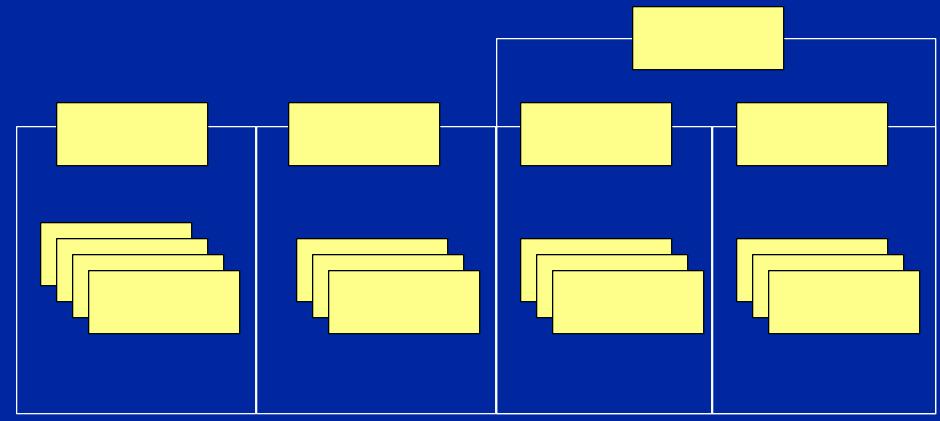
Header Card



Loner Card



### Show the Relationships Among All Ideas In the Finished Affinity Diagram



### Missed Promised Delivery Dates Team

### Completed Affinity Diagram

What are the issues involved in missing promised delivery dates?

Employee Turnover Problems

Newest employees go to shipping

Production bonus system encourages speed not accuracy

High turnover among data entry clerks

Wrong count by operations on production floor

Problems with Shipping Facility

Dock is coldest place in winter and hottest in summer

Dock is overcrowded

No place to segregate customer returns

Dock used to store material returned by vendors Problems Identified

Extent of errors

What is a shipping error?

Difficult to measure true cost of errors

How much does each error cost?

How many customers lost we don't know about?

Location of errors

How many are paperwork errors right product shipped

Shipping errors only in certain product lines

Need classification by types of errors

Certain clerks handle particular customers Shipping Policy Establishment & Enforcement

External Concerns

Don't tell
customer if
shipping error
known but not
detected by
customer

Hire freight carrier based on lowest rate

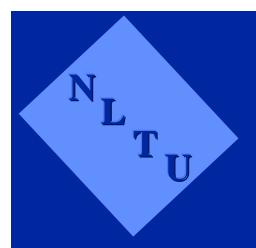
Shipping sometimes contacted directly by sales rep to rush orders

Frequently change freight carriers Internal Concerns

Too slow getting replacement paperwork or product

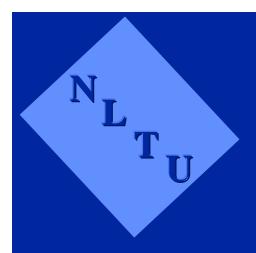
Sometimes sub facsimile product when right product unavailable

When big customers push, switch labels and ship



# Using the Affinity Diagram to Organize Customer Needs

- Assemble the right team
- Transfer customer needs from needs forms to cards. Include priority ratings
- Combine EXACT duplicates onto a single card. Include priority ratings
   (Continued)



# Using the Affinity Diagram to Organize Customer Needs

- Arrange the cards in related groupings
- Create a header card for each grouping
- Total the priority ratings for all cards in a grouping onto the header card

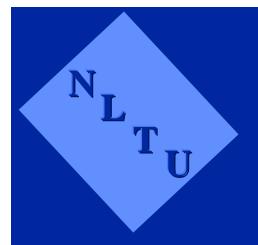


### Product of Lesson 3



A prioritized list of your customers' needs

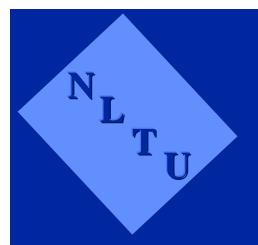




# Identify & Prioritize Significant Processes

- Learning Objectives
  - Explain the importance of identifying and prioritizing an organization's significant processes
  - Describe the purpose and construction of a Tree Diagram
  - Construct a Tree Diagram to identify an organization's significant processes

(Continued)

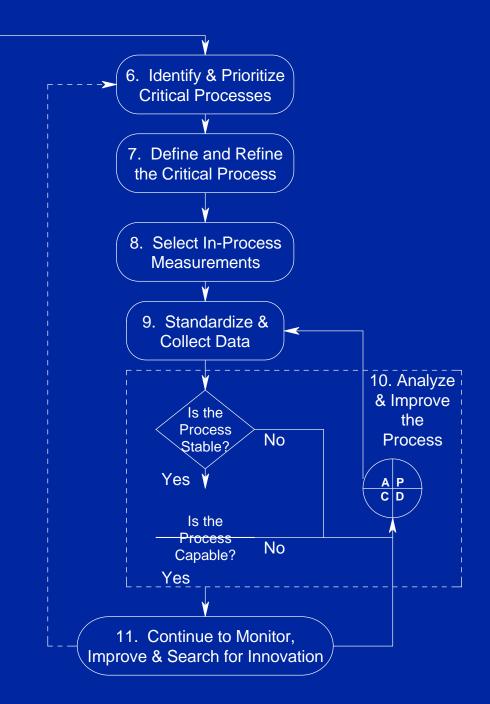


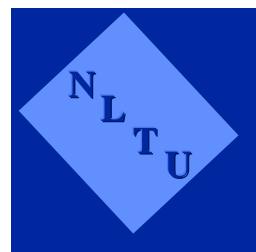
# Identify & Prioritize Significant Processes

- Learning Objectives:
  - Explain the importance of aligning significant processes with customer needs
  - Describe the purpose and construction of a Matrix Diagram
  - Construct a Matrix Diagram to develop a prioritized list of an organization's significant processes

### <u>Process Management</u> <u>Flowchart</u>



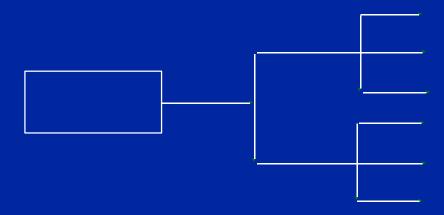




## To Identify Significant Processes...

Expand from the mission using a 7MP tool:

### The TREE DIAGRAM





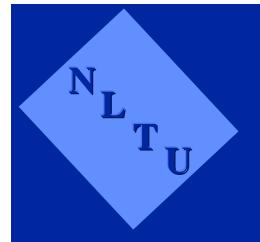
### The Tree Diagram

The Tree Diagram is a graphic tool for mapping the full range of tasks needed to achieve the end goal, purpose, or objective

Oct 96 Rev 2

MMQ

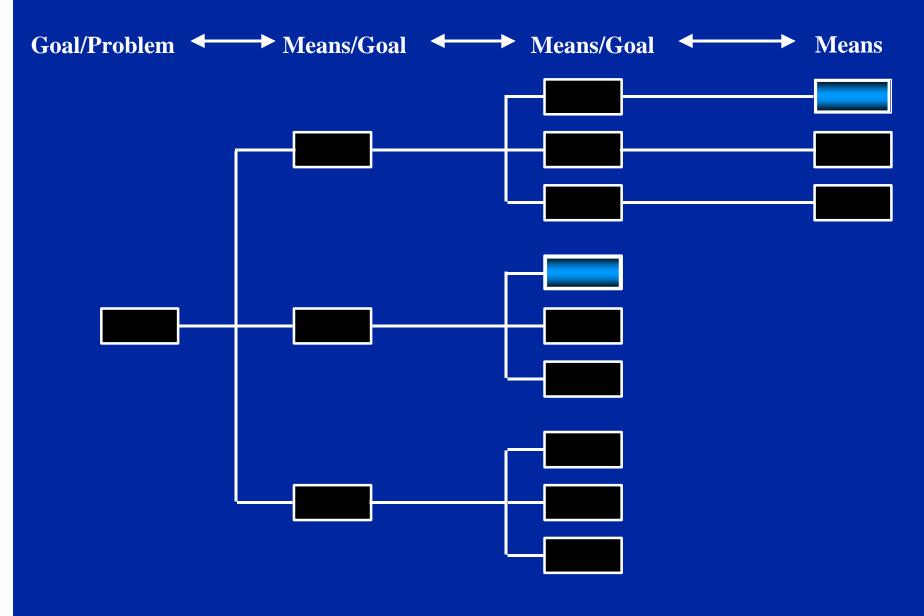
Mod 1L 4 Slide 5

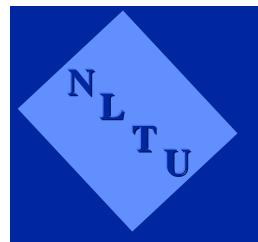


# How to Develop a Tree Diagram

- Assemble the right team
- Identify the Tree Diagram goal statement
- Generate the major Tree Diagram headings
- Complete the Tree Diagram branch for each major heading
- Review the completed Tree Diagram for logical flow

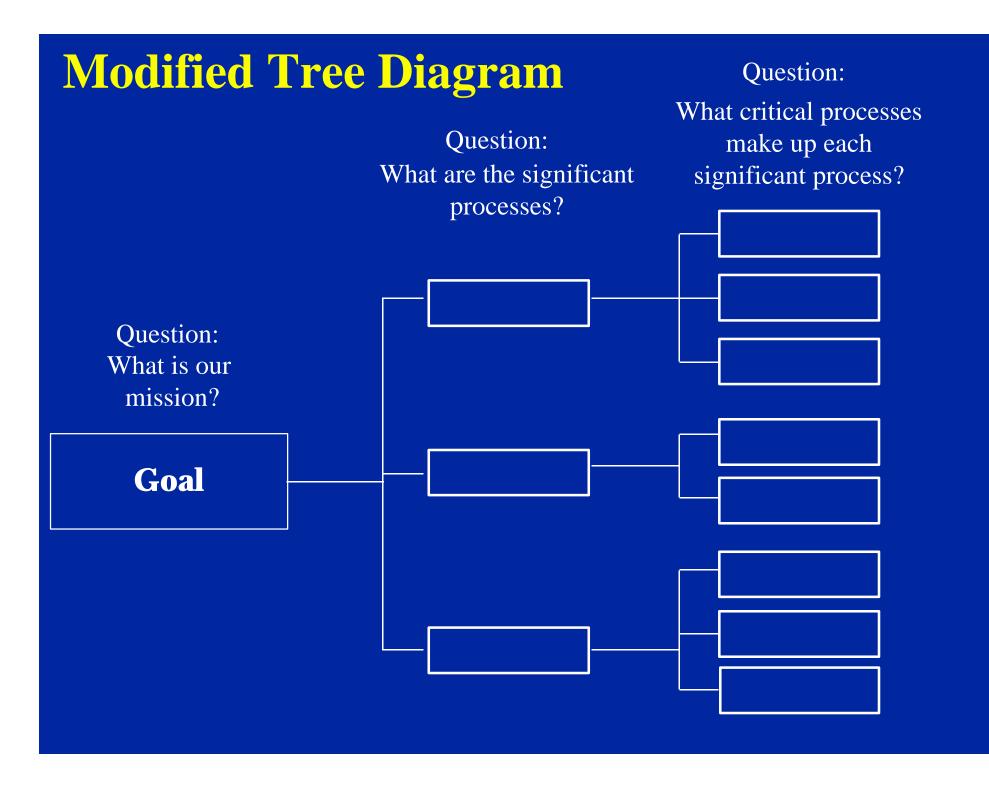
# **Tree Diagramming**



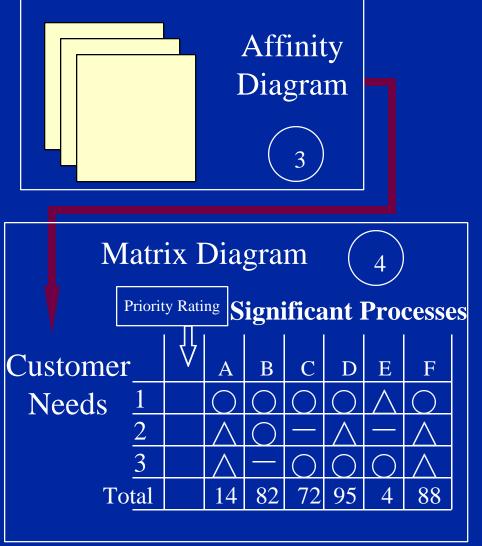


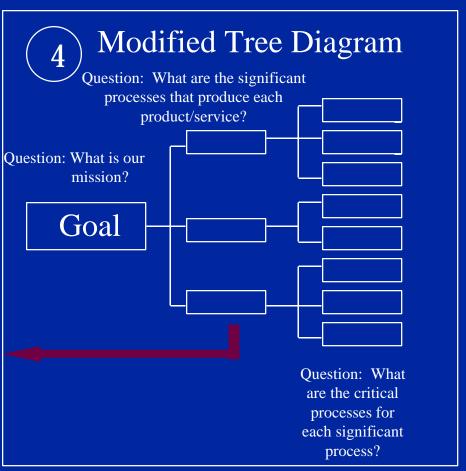
# How to Construct a Tree Diagram for Process Management

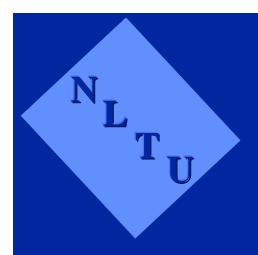
- Assemble the right team
- Identify your Mission Statement
- Generate the first level of the Tree Diagram (Significant Process(es)
- ◆ Complete the second level of the Tree Diagram branch (Critical Process(es)



## Three Management and Planning Tools







# Align Customers' Needs With Significant Processes

◆ A Matrix Diagram is a tool that organizes large groups of characteristics, functions and tasks in such a way that logical connecting points between them are graphically displayed



# How to Develop a Matrix Diagram

- Assemble the right team
- Generate the sets of items to be compared
- Select the appropriate matrix format
- Place the sets of items so as to form the axes of the matrix
- Decide the relationship symbols to use
- Compare the sets of items
- Complete the Matrix Diagram



## Relationship Symbols



=

**STRONG** 

9

=

SOME

3



=

WEAK

1

\_\_\_\_

=

**NONE** 



#### Legend

• Strong relationship = 9

 $\bigcirc$  Some relationship = 3

 $\land$  Possible or weak = 1

 $\overline{\phantom{a}}$  No relationship = 0

#### **Matrix Diagram**

Significant Processes

CUSTOMER NEEDS (From Affinity Header Cards)	Priority Rating	Provide Organic Air Support	Integrate P-3 Coverage	in Support	Coordinate BG ASW CCC	Assign ASW Ship Screen Positions	Coordinate IUSS Support	Issue ASW Contact Reports
Timely ASW Contact Reports			J					1
Knowledge of BG disposition								
Long Range ASW Reports								
Operational Deception Plan								
Attack Plan								
BG ASW Protection								
TOTAL								



#### Legend

• Strong relationship = 9

 $\bigcirc$  Some relationship = 3

 $\bigwedge$  Possible or weak = 1

 $\overline{\phantom{a}}$  No relationship = 0

#### **Matrix Diagram**

**Significant Processes** 

CUSTOMER NEEDS (From Affinity Header Cards)	Priority Rating	Provide Organic Air Support	Integrate P-3 Coverage	in Support		Assign ASW Ship Screen Positions	Coordinate IUSS Support	Issue ASW Contact Reports
Timely ASW Contact Reports		O	<b>o</b>	Δ	•	0	<b>o</b>	<b>o</b>
Knowledge of BG disposition		0	Δ	•	•	0	_	Δ
Long Range ASW Reports		•	•	•	0	0	•	_
Operational Deception Plan		Δ	Δ	_	0	Δ	_	_
Attack Plan		0	0	0	•	0	_	_
BG ASW Protection		•	Δ	0	•	•	_	_
TOTAL								



#### Legend

• Strong relationship = 9

 $\bigcirc$  Some relationship = 3

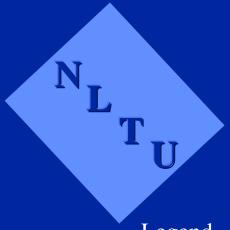
 $\land$  Possible or weak = 1

 $\overline{\phantom{a}}$  No relationship = 0

#### **Matrix Diagram**

Significant Processes

CUSTOMER NEEDS (From Affinity Header Cards)	Priority Rating	Provide Organic Air Support	U	in Support	Coordinate BG ASW CCC	Assign ASW Ship Screen Positions	Coordinate IUSS Support	Issue ASW Contact Reports
Timely ASW Contact Reports	25	O	•	Δ	•	0	•	<b>o</b> •
Knowledge of BG disposition	15	O	Δ	<b>o</b>	•	0	_	Δ
Long Range ASW Reports	50	•	•	<b>o</b>	0	0	•	_
Operational Deception Plan	15	Δ	Δ	_	0	Δ	_	_
Attack Plan	30	0	0	0	•	0	_	_
BG ASW Protection	100	•	Δ	0	•	•	_	_
TOTAL								



#### Legend

- Strong relationship = 9
- $\bigcirc$  Some relationship = 3
- $\bigwedge$  Possible or weak = 1
- $\overline{\phantom{a}}$  No relationship = 0

#### **Matrix Diagram**

**Significant Processes** 

CUSTOMER NEEDS	Priority	Provide	Integrate		Coordinate			Issue ASW
(From Affinity Header Cards)	Rating	Organic Air Support	P-3 Coverage	in Support	BG ASW CCC	Ship Screen Positions	IUSS Support	Contact Reports
Timely ASW Contact Reports	25	O 75	② 225	<u> </u>		$\cap$	© 225	© 225
Knowledge of BG disposition	15	O 45	∆ 15	⊙ <sub>135</sub>	⊙ <sub>135</sub>	O 45	<b>—</b> 0	Δ 15
Long Range ASW Reports	50	⊙ <sub>450</sub>	<b>o</b> 450	⊙ <sub>450</sub>	O <sub>150</sub>	O <sub>150</sub>		_ <sub>0</sub>
Operational Deception Plan	15	∆ 15	Δ 15	<del>-</del> 0	O 45	Δ 15	_ <sub>0</sub>	_ <sub>0</sub>
Attack Plan	30	O <sub>90</sub>	O <sub>90</sub>	O <sub>90</sub>	<b>o</b> 270	O 90	_ <sub>0</sub>	_ <sub>0</sub>
BG ASW Protection	100	⊙ <sub>900</sub>	Δ 100	O 300	<b>⊙</b> 900	<b>⊙</b> 900	<u> </u>	_ <sub>0</sub>
TOTAL								



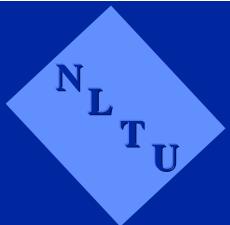
#### Legend

- Strong relationship = 9
- Some relationship = 3
- Possible or weak =1
- No relationship =0

#### **Matrix Diagram**

Significant Processes

CUSTOMER NEEDS (From Affinity Header Cards)	Priority Rating	Provide Organic Air	Integrate P-3	Task SSN in Support	Coordinate BG	Assign ASW Ship Screen	Coordinate IUSS	Issue ASW Contact
(110111 Attituty Treader Cards)	Rating	Support	Coverage		ASW CCC	Positions	Support	Reports
Timely ASW Contact Reports	25	O <sub>75</sub>	② 225	△ 25	② 225	O 75	225	② 225
Knowledge of BG disposition	15	O 45	∆ 15	<b>⊙</b> 135	<ul><li>135</li></ul>	O 45	<b>—</b> 0	<u>∆</u> 15
Long Range ASW Reports	50	<b>⊙</b> 450	<b>⊙</b> 450	<b>o</b> 450	O <sub>150</sub>	O <sub>150</sub>	<ul><li>450</li></ul>	_ <sub>0</sub>
Operational Deception Plan	15	∆ 15	Δ 15	— <sub>0</sub>	O 45	Δ 15	_ <sub>0</sub>	_ <sub>0</sub>
Attack Plan	30	O <sub>90</sub>	O <sub>90</sub>	O <sub>90</sub>	<b>o</b> 270	O 90	<b>—</b> 0	<b>–</b> 0
BG ASW Protection	100	⊙ <sub>900</sub>	Δ 100	O 300	<b>⊙</b> 900	<b>⊙</b> 900	_ <sub>0</sub>	_ <sub>0</sub>
TOTAL		1575	895	1000	1725	1275	675	240



## Video Presentation

The
Abilene
Paradox



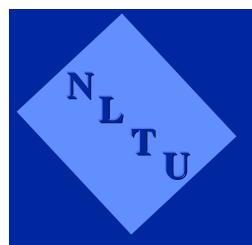


### Product of Lesson 4



A prioritized list of significant processes





# Establish Output Measures for the Significant Process

### Learning Objectives

- Explain the importance of establishing output measures
- Explain the importance of developing operational definitions for customer needs
- Describe the purpose and use of a Key Quality Characteristics Worksheet

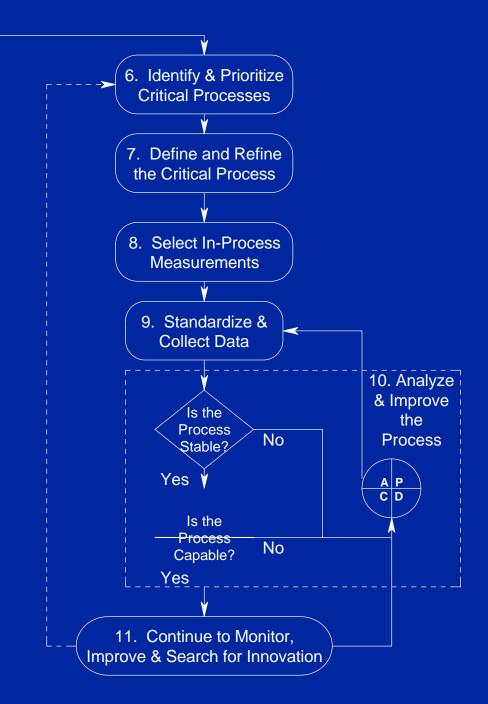
#### <u>Process Management</u> <u>Flowchart</u>

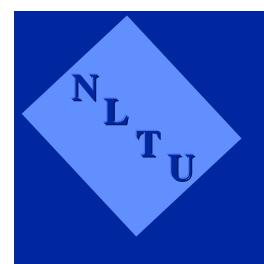
2. Identify & Prioritize External Customers

3. Identify Customers' Needs

4. Identify & Prioritize Significant Processes

5. Establish Output Measures for the Significant Process





# Identify Key Quality Characteristics



 Determine how customers perceive quality in your product or service



## **Key Quality Characteristics**

- Translate customers' perceptions into measurable characteristics
- See your products or services as customers see them

Translate your customers ideas about quality into concrete output quality characteristics you can measure MMQ

# Key Quality Characteristics Worksheet

Customer Needs Customers perceive quality when they receive	Operational Definition How do customers define the quality characteristic	Output Measurement What can I measure to tell me if I am meeting customers' needs?



### Product of Lesson 5



Measures in place at the output of the selected significant process